

Unique, Dynamic, Hands-on

PAMI

Prairie Agricultural Machinery Institute

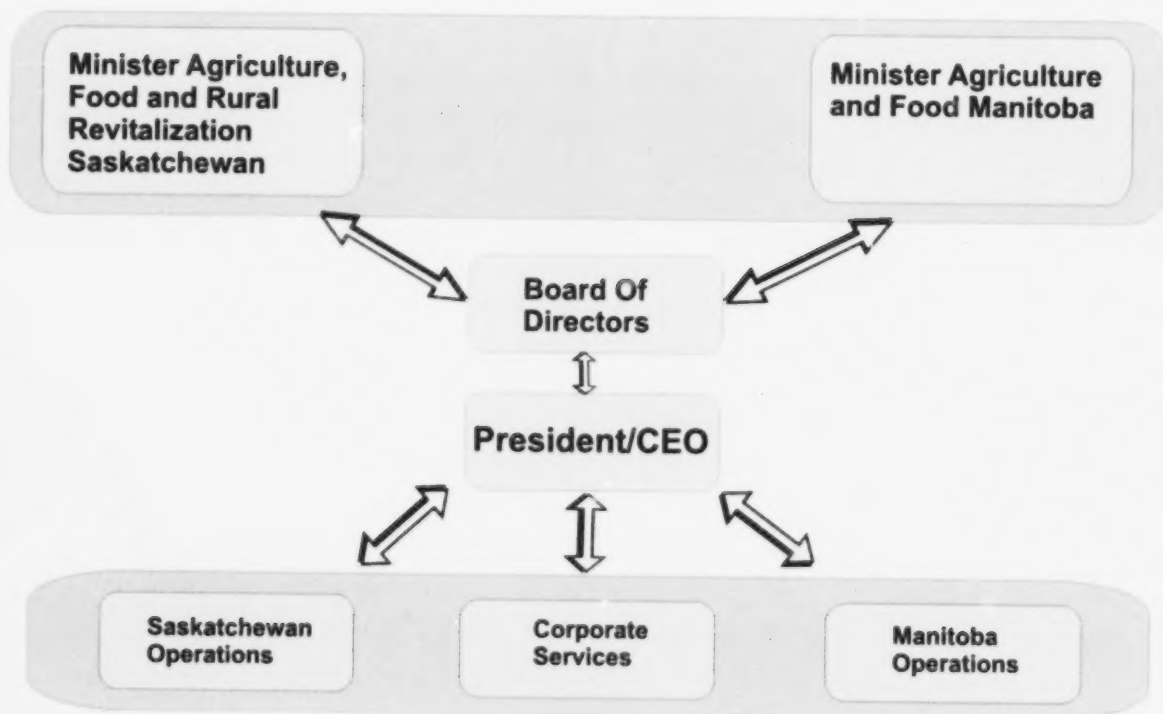
Annual Report 2002-2003



Mission Statement

PAMI drives economic development by applying innovative technologies on a fee-for-service basis. Our unique, dynamic, hands-on team serves clients in:

Agricultural production and processing
Transportation, and military/peacekeeping vehicles and systems
Related industries



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Thank you to the following for
contribution of the cover photos.

Tractor and Air Seeder:
Bourgault Industries Ltd.
Bus:
Motor Coach Industries Ltd.

Letters of Transmittal

103-06605/

PAMI

Humboldt, Saskatchewan

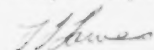
March 31, 2003

Honourable Clay Serby
Deputy Premier,
Minister of Agriculture, Food and Rural Revitalization,
Province of Saskatchewan

Honourable Rosann Wowchuk
Minister of Agriculture and Food,
Province of Manitoba

It is my honour to present the annual report of the Prairie
Agricultural Machinery Institute for the year ended
March 31, 2003

Respectfully submitted,



Tom Lowes, Chairman
Prairie Agricultural Machinery Institute



Honourable
Rosann Wowchuk
Minister of Agriculture and
Food, Province of Manitoba

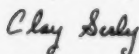
March 31, 2003

Honourable Dr. Lynda Maureen Haverstock
Lieutenant Governor,
Province of Saskatchewan
Chancellor of the Saskatchewan Order of Merit

Your Honour:

I have the honour to submit the annual report of the
Prairie Agricultural Machinery Institute for the year ended
March 31, 2003. It includes the Financial Statements duly
certified by the Provincial Auditor.

Respectfully submitted,

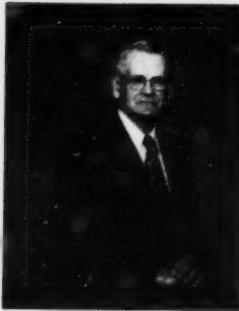


Clay Serby
Deputy Premier,
Minister of Agriculture, Food
and Rural Revitalization,
Province of Saskatchewan



Honourable Clay Serby
Deputy Premier
Minister of Agriculture,
Food and Rural
Revitalization,
Province of Saskatchewan

Chairman's Message



Tom Lowes,
Chairman
Prairie Agricultural
Machinery Institute

It is my pleasure to report that PAMI's 2002/03 year is marked by steady progress, even under challenging climatic and economic conditions. Much of our agricultural region couldn't have had worse production conditions, and many of our other industry sectors had to manage in a soft economic climate. But our organization managed to make connections with key industry players, and to do work for them that will help to create new wealth in the Prairies.

PAMI's Board brings experience from agricultural producers, equipment manufacturers, and government. This breadth of experience is crucial to the sound direction of the organization. We had one change in our Board this year, with the resignation of Jon Close, our representative from the agricultural equipment industry. I thank Jon for his years of service and his insightful contribution on our Board. A new representative has not yet been appointed.

Our Board, working together with PAMI's executive and technical leaders, developed a Strategic Plan to guide the organization over the next few years. Our plan builds on our unique strengths to pursue three key goals – sustainable business growth, care and development of our human capital, and communication of our message to our

stakeholders. Our intent is to build a robust, diversified research and technology organization. We will shape our core competencies to serve the many machinery-related needs within agriculture, and in other industries also.

Our slate of facilities upgrades was completed during the year. This strategy was carried out under special capital grants provided by the governments of Saskatchewan and Manitoba together with our own funding. We thank our governments for providing this much-needed support. Our facilities are now in good operating shape for the next several years.

We are getting ready for the future with enhanced training and upgraded information systems, and are preparing to operate to the latest Quality Management requirements. These are vital requirements to success.

I would like to thank the members of our Board, executive, and staff for the role each has played in PAMI this year. On looking forward, I am confident our unique, dynamic, hands-on organization has a vital contribution to make to the prosperity of our agricultural and related industries.

A handwritten signature in cursive script, appearing to read 'T. Lowes'.

Chairman
Prairie Agricultural Machinery Institute

PAMI Board of Directors

Tom Lowes, Chairman
(Saskatchewan Farmer)
Bill Zettler, Vice-chairman
(Manitoba Farmer)
Dr. Abdul Jalil,
Saskatchewan Agriculture,
Food and Rural Revitalization
Dave Donaghy,
Manitoba Agriculture and Food
Vacant
PIMA - Agricultural Manufacturers
of Canada

President/CEO's Message

PAMI is a unique, dynamic, hands-on organization. The year 2002/03 was another of solid service to our clients.

We conducted 270 projects during the year for a total value of \$2.5 million. Our agricultural work dealt with the latest crop production technologies. Our agro-processing work helped produce break-through processing techniques for crops. During the year, we also expanded and diversified our livestock work.

We served other industries too, including transportation, energy, construction, and military/peacekeeping. Our core competencies provide value to these sectors, and from them, we learn things we can apply in our core business.

Over the year we surveyed our clients about their satisfaction with our work. Overall they rated us at 8.8 on a scale of 10. We believe that our strong commitment and close attention to quality are paying dividends to us and our clients.

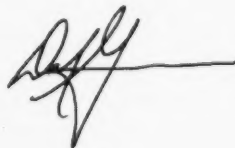
Our Communications team accomplished 45 information activities over the year. You will have heard or seen PAMI information somewhere in the media once every 1.8 business days throughout the year. We believe we are not finished with our work until we have delivered the results directly to the people who can use them.

We appreciate the continued support provided to us by the governments of Saskatchewan and Manitoba. Again this year, their base-funding provided approximately 30 per cent of our revenue, while 70 per cent was earned from industry projects.

This was another challenging year for us, financially. A drought in much of our core region, and soft economic situations for many other clients hindered our development of project sales. As a result we are posting a loss for the year of about \$111,000, which amounts to three per cent of revenue.

Over the past several years we have been preparing a number of elements of our future strategy. We have a balanced scorecard to measure our performance. We have begun to use it internally and it will be ready for broader external use in the next year. Our Strategic Plan, developed this year, will guide us over the next few years. Our updated Quality system, and Information system will provide the right feedback to guide our work.

I thank our clients, our staff, and our Board for their contribution to our organization this year. We truly are a unique, dynamic, hands-on organization. We are excited about the future and the important role that we as engineers and agronomists have to play in progress.



President/CEO
Prairie Agricultural Machinery Institute



David Gullacher
President/CEO
Prairie Agricultural
Machinery Institute

"Thank you for overcoming the challenges of efficiently de-hulling flax seed. This important research can lead to increased flax seed use in human and pet food."
- Cecil Werner,
Werner Agra Ltd.

Background

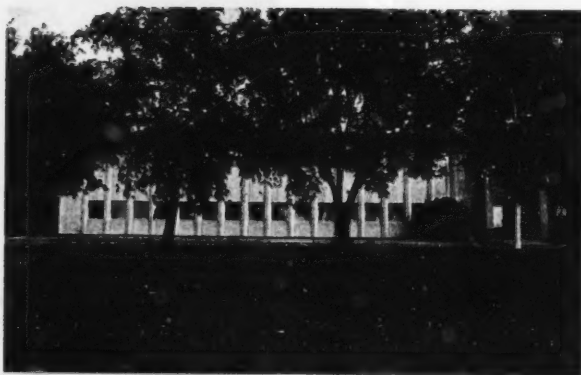
About 70 per cent of PAMI's revenue is generated directly from industry through fee-for-service activities.

PAMI was originally established in 1975 as an applied research, development, and testing organization to provide a unique resource to farmers and agricultural machinery manufacturers on the prairies. It began with operations at Humboldt, Saskatchewan, Portage la Prairie, Manitoba, and Lethbridge, Alberta. In 1988, Alberta undertook the independent operation of the Lethbridge facility, now known as the Agricultural Technology Centre (ATC). There is a continued and close working relationship between PAMI and ATC.

From 1975 to 1988, PAMI was mainly government funded. Today, PAMI earns about 70 per cent of its revenue from fee-for-service work, with the remaining 30 per cent granted by the governments of Saskatchewan and Manitoba.

PAMI has a history of independent, third-party farm equipment evaluation and development that has spurred technological advances in most areas of traditional and new farming practice. This has led to its recognition as a farm technology leader around the world. In addition, PAMI has developed a client list that includes the transportation, military/peacekeeping, aeronautics, forestry, and mining industries.

PAMI is ISO 9002 registered and has developed the skills, experience, and resources needed to compete in markets at home and around the world.



PAMI's two test facilities at Humboldt (above) and Portage la Prairie (below).



PAMI's reputation and success are a result of its:

- people
- objective, fair, and unbiased culture
- breadth in practical services
- unique research and testing services
- government support
- competitive pricing

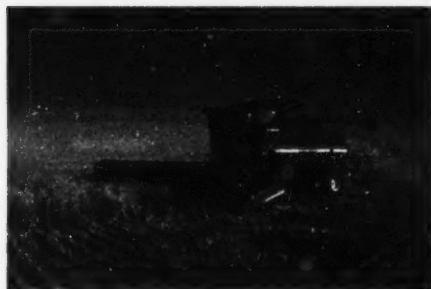
Profile

PAMI provides services to its clients through a number of specialized departments. The capabilities and expertise of each of these departments are described on the following pages.

Harvesting Technologies

- All aspects of harvesting technology research
- Leading independent expert in the world on cereal, oil seed, and other crop harvesting
- Equipment assessments for manufacturers
- Innovative research in alternative harvesting technologies

The Harvesting Technologies department tests and investigates all aspects of harvesting from cutting and gathering to threshing, separating, cleaning, material handling, and loss determination. The group also conducts research in associated functions such as power transmission, controls, instrumentation, manuals, and safety. Most of the research and testing conducted by this section is for manufacturers on a confidential, fee-for-service basis.



Testing new harvest technologies.

The department is the leading independent expert in the world on cereal, oil seed, and other crop harvesting. The team has been instrumental in supplying the engineering design and expertise that has enhanced the efficiency and performance of combines around the globe. Their work also includes pulse crops and grass seeds that are grown in western Canada as well as crops such as corn, edible beans, and soybeans.

Agricultural Research and Development

- Hay and forage technologies
- Livestock feeding and handling practices
- Tractor testing
- Berry crops harvesting and systems
- Food production and processing

PAMI's Agricultural Research and Development department provides unbiased research on livestock production, cropping systems, food production and processing, and agricultural mechanization. They are skilled at finding the critical balance between efficiencies and environmental stewardship.

The department supports value-added initiatives with the development of sustainable crop production practices. They provide innovative equipment design and testing, and offer full-service support to both the farming community and the agri-business sector.

Project Departments

PAMI is the leading independent expert in the world on cereal, oil seed, and other crop harvesting.

Berry harvester in operation.



Project Departments

PAMI's Crops Processing Development Centre is unique in western Canada.

Soils and Crops

- Conventional, direct, and zero tillage research
- Organic farming
- International agronomic consulting
- Pesticide mixing trials

The Soils and Crops department works largely in partnership with producer groups, universities, and others conducting research to further the cause of sustainable agriculture.

Soils and Crops has many agronomic research plots throughout Saskatchewan, providing a range of climatic and soil conditions. PAMI has designed and fabricated a plot-sized air seeder capable of duplicating the performance of full-sized equipment. PAMI has also developed a full-size stand for pesticide mixing trials.

A great deal of effort has gone into direct seeding research. As a result, PAMI and the Saskatchewan Soil Conservation Association, along with others, have developed a Direct Seeding Manual. It contains a wide range of information on weed control, machinery, fertilizer application, openers, and packing.

Seeding plot trials.



Energy and Processing

- Unique Crops Processing Development Centre
- Processing research facilities for conventional and specialty crops, and livestock feed
- Design, testing, setup, and fabrication of full-scale crop and fibre processing systems, prototypes, market research
- Environmental conditioning

Energy and Processing's research in value-added processing of prairie agricultural products includes materials handling, drying, washing, size reduction, cleaning, conditioning, storage, transportation, and quality analysis.



Gravity table separating flax hulls from flax seeds.

PAMI's 13,000-square foot Crops Processing Development Centre provides solutions needed for crop diversification, value-added processing, and the enhancement of current non-food processing systems. The facility is unique in western Canada.

PAMI and WESTEST share two environmental chambers for testing a wide variety of products and machinery. The larger chamber can accommodate a vehicle as large as a highway bus and has a temperature range from -50 to +50 C. The second, slightly smaller chamber can bring the temperature down to -35 C.

Profile

Livestock Manure Management

- Hog manure injection technology and systems, manure application and management
- Feedlot and poultry manure research
- Advanced processing aspects of livestock manure

Livestock manure management has become a critical area of research in recent years. A number of departments within PAMI have been working on the various aspects of manure management such as agronomic research, field applications, and manure processing.



Injecting manure on demonstration plots.

PAMI has been conducting swine manure research in cooperation with the University of Saskatchewan for more than seven years. PAMI pioneered straw coverings for manure storage and the use of low disturbance manure injection in western Canada, and this application method has been commercially accepted. PAMI, along with partners Sask Pork and Saskatchewan Agriculture, Food and Rural Revitalization, has also developed a full-scale liquid manure injection truck to aid in agronomic research.

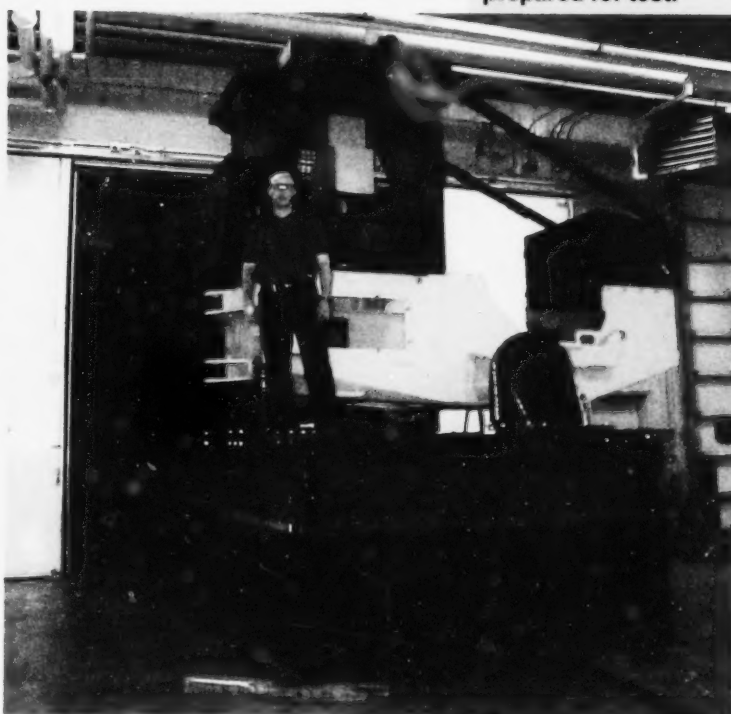
In addition to swine manure research, PAMI is also conducting agronomic and engineering research with feedlot and poultry manure.

Applied Technologies

- Precision-farming instrumentation
- All-terrain field testing site
- Fabrication and rapid prototyping
- Data acquisition and vibration, sound, force, and hydraulic sensor expertise

Applied Technologies' capabilities range from evaluating electric fences to military/peacekeeping vehicle testing on its all-terrain test track. Other clients for this diversified department include recreational vehicle and all-terrain vehicle manufacturers.

Applied Technologies helps agricultural and industrial manufacturers be more competitive and efficient through solving their problems. PAMI assists its clients by conducting product safety and standards compliance testing, third party evaluations, physical and field testing, and design.



ROPS structure being prepared for test.

Project Departments

A number of departments within PAMI have been working on the various aspects of manure management.



Background

Western Canada Testing Inc. (WESTEST) was established in 1991 to provide testing and engineering services to clients. WESTEST is an ISO 9002 registered company guided by its own Board of Directors. The major shareholder is PIMA - Agricultural Manufacturers of Canada. All personnel for testing, administrative, and management services are provided to WESTEST on a contract basis by PAMI.

WESTEST has a reputation for excellence in evaluation, testing, design, fabrication, prototyping, and a wide range of testing.

WESTEST Board of Directors

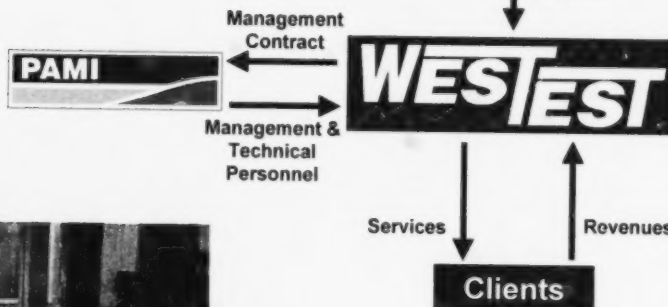
Jerry Engel, Chairman
Roger Ludwick, Vice-chairman

Directors:

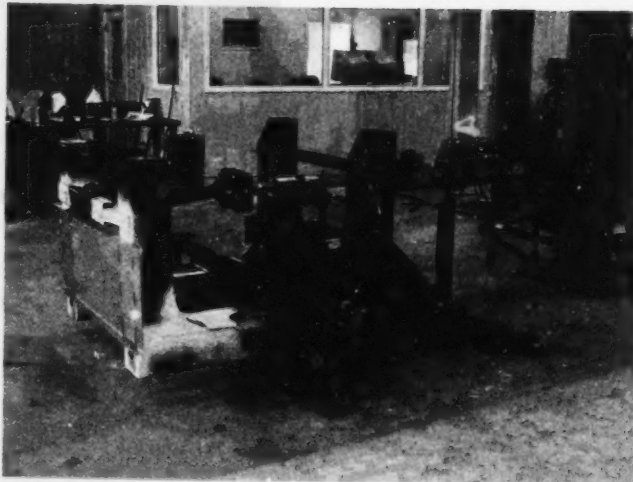
David Gullacher
Phil Reeves
Robert Malcolm
Don Watt
Loren Katzenberger
George Gamby
Gary Harris
Carol Vibert



Establish Direction



Component durability testing on the front primary structural system of a passenger bus.



Profile

WESTEST Services

- Mechanical testing
- Package testing
- Euro-compliance testing
- Mower testing
- Wire rope testing

WESTEST has its own facilities and also shares facilities with PAMI. WESTEST provides sophisticated physical testing and product performance evaluation services using modern testing equipment under the direction of professional engineers and technologists.

Mechanical Testing

- Accelerated durability testing, cyclic fatigue testing
- Data acquisition and analysis
- Vehicle and component testing
- Rapid product development time
- Industrial vehicle proving ground
- Noise measurement and analysis

WESTEST's Mechanical Testing department provides a wide range of mechanical testing services to assist clients with such items as prototype design and testing, vibration testing, data collection, sound level testing, and other related services. By taking advantage of these services, clients can considerably reduce the development cycle of a new or improved product.

Many of the projects are conducted on behalf of clients in the transportation industry, such as highway coach and city bus manufacturers.

Package Testing

- Experimental, innovative packaging design
- Container conditioning
- ISO 9002 and USDOT registered
- International Safe Transit Association (ISTA) testing
- Transport Canada registered

WESTEST's Package Testing department is able to design, develop, and rigorously test all types of flexible and rigid intermediate bulk containers, non-bulk packaging, pre-shipment packages, and dangerous/hazardous goods packaging. The team is familiar with packaging standards throughout the world.

Other Services

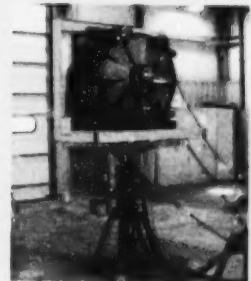
In addition to its mechanical and package testing capabilities, WESTEST offers three other specialized services to meet specific industry needs.

The EuroCompliance service is a knowledge-based coaching and testing service designed to prepare manufacturers to meet the technical requirements for export to the European community.

A dedicated mower testing facility tests large-scale mowers to recognized safety standards.

Wire rope testing is conducted with a non-destructive electronic system that evaluates the useful life of wire ropes commonly used in the mining industry.

WESTEST



Frequency response testing and durability testing on a vehicle cooling package.

Lift test of a flexible intermediate bulk container.



Project Activities

"We're impressed with PAMI's solutions to our localized needs."

- Client comment

During 2002/03, PAMI participated in projects ranging from testing, design, and fabrication to research and consulting services. Space does not allow a description of each accomplishment, so representative examples are presented on the following pages. WESTEST activities and the highlights of other, non-project activities are also summarized.

Agricultural Research

- Mid-row vs side band of seed-applied fertilizer
- Weed clipping in organic crops
- Seabuckthorn harvester design and testing
- Flax seed de-hulling
- Hog production guidebook
- Cattle, poultry, and hog manure management research
- Electronic ID for domestic game animals
- Agro-forestry
- Farm safety research

PAMI finances a portion of its agricultural research projects through its grant allocation and the remainder with funds from partner agencies. For each dollar of grant money spent, PAMI strives to acquire an additional three to four dollars from government agencies, associations, and industry partners.

A three-year project was completed examining crop response under mid-row and side banding systems in wheat, canola, and flax.

Clipping weeds above the canopy of an organic crop.



Results from the project, conducted in co-operation with Agriculture and Agri-food Canada and the University of Saskatchewan Department of Soil Science, indicate that the systems work equally well.

Organic producers can have serious annual weed problems in poorly competitive crops. PAMI modified and tested swathers as a means of controlling weeds by clipping them off above the crop canopy. This resulted in reduced weed competition and the potential for increased yields.



Seabuckthorn shrub ready for harvest.

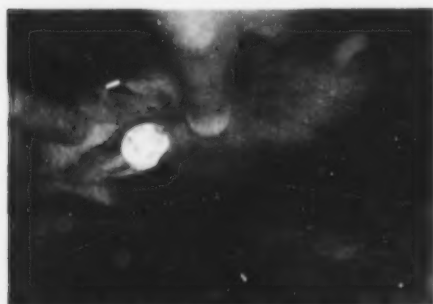
PAMI is designing and developing a mechanical harvester for the shrub, seabuckthorn. The nutritional and medicinal properties of seabuckthorn offer a new cash crop opportunity to Prairie farmers. However, because of its long thorns and firmly attached berries, it is nearly impossible to harvest by hand. Much progress has been made and the project has been expanded to include other types of berries such as saskatoon and chokecherry.

In cooperation with a food processing company, PAMI developed an effective method for de-hulling flax to allow more efficient conversion to value-added products such as food products for human and animal use.

In Review

A project to determine amounts of manure generated from modern feedlots was completed. The research provides information that will allow feedlots to establish more accurate manure application plans.

Other manure management research projects included advanced manure treatment research, application of manure to plantation poplar, agronomic evaluation of chicken manure as a fertilizer, and post-emergent injection of hog manure on wheat.



Ear tag for electronically tracking domestic game animals.

PAMI investigated the effectiveness of an electronic ID system for use on domestic game animals such as fallow deer, white-tailed deer, and elk. Electronic tags make monitoring the animals for disease and tracking them through the system more efficient. The technology generally worked well when specific techniques were applied.

An on-going agro-forestry project is seeking automated methods of planting large areas into plantation poplar trees. More economical planting is one of the major requirements to improve the feasibility of agro-forestry on the Prairies.

Safety is always a top priority at PAMI and several safety related projects were conducted over the year. Among them was a program conducted with the Institute of Agricultural Rural and Environment Health to determine the causes of injuries from agricultural machinery. PAMI engineers worked with medical professionals, offering a new approach that has received world-wide attention.

Agricultural Development

- Combine testing
- OEM component testing
- Air seeder monitoring
- Component design and fabrication
- Computer-aided design
- Finite element analysis

Agricultural development projects are generally conducted for farm equipment manufacturers, and are funded entirely on a fee-for-service basis by the companies involved. Since confidentiality is often critical to the client, discussion of individual projects is necessarily limited.

In 2002/03, PAMI provided a full range of product development services from concept development, design, and prototype fabrication to laboratory and field testing, performance evaluation, and customer monitoring.

A significant number of the projects were conducted to adapt combines to our special prairie conditions. Projects were also conducted for local manufacturers of OEM (original equipment manufacturers) components for harvesting equipment. PAMI works with these manufacturers to optimize the operation of their components to ensure they work well with the host machine.

Project Activities

"We don't have engineers on staff, so it's great to be able to hire PAMI as needed."

- Client comment

Pesticide mixing trials.



Project Activities

Painstakingly thorough, PAMI knows our standards better than we do."

- Client comment

Sprayer leveling demonstration for Mongolian farmers.



Other Projects

- Fleet vehicle analysis
- Military/peacekeeping vehicle durability
- Playground equipment testing
- Emergency vehicle testing
- Workplace safety
- ROPS verification and design
- International agronomic consulting

PAMI's expertise in agricultural equipment is often directly applicable to equipment manufactured for non-agricultural purposes. As a result, PAMI is frequently approached to conduct research and testing in a variety of fields other than agriculture. These projects are conducted at full cost recovery, which generates surplus funds to aid in supporting the organization's core activities and competencies development. A few examples of the many projects conducted during the year are described.

In 2002/03, PAMI completed an analysis of three fleets of different vehicles to allow a client to make an informed, multi-million dollar choice for fleet replacement. PAMI continues to provide vehicle durability testing services on its all-terrain test track as well as in the environmental chamber.



Vehicle on test track.

PAMI's expertise with roll over protection systems (ROPS) and falling object protection structures (FOPS) continues to be utilized by a variety of clients. A number of tests were conducted over the year.



Ambulance entering environmental chamber for cold weather simulation.

Ambulance testing continued for a local ambulance manufacturer to assist in meeting national and international standards. Playground equipment for an area recreation equipment manufacturer was tested for compliance to safety standards.

During 2001 and again in 2002, PAMI conducted agronomic research in Mongolia. Through the application of dryland weed control expertise gained in Saskatchewan, Mongolian farmers and agrologists were trained in weed control principles and sprayer operation.

In Review



- Euro-compliance
- Wire rope testing
- Mower testing
- Highway coach component testing
- Bulk and non-bulk package testing
- Drop, top-lift, vibration tests
- Incline impact testing
- Certification testing

WESTEST Services

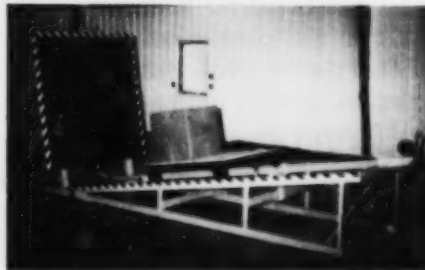
In 2002/03, WESTEST completed approximately 180 projects for clients, primarily in the transportation and bulk packaging industries. Test results are confidential, to be used solely by the client to gain a competitive advantage.

WESTEST continued to provide specialized euro-compliance, mower testing, and wire rope testing services to meet specific industry needs. Several projects were completed in each of these three areas over the year.

The Mechanical Testing department continued to provide a variety of testing services to the transportation industry, among others. Durability and performance tests were conducted for manufacturers to assist them in developing improved and more reliable components and assemblies. Examples of related work include durability tests of transportation vehicle components, testing a wheel chair ramp and wheel chair restraints, and air conditioner testing.

During 2002/03, the Package Testing department conducted more than 100 tests on behalf of container manufacturers and other industries. New Transport Canada regulations for mobile IBC (slip tanks) and non-bulk packaging resulted in a significant amount of work. The division also conducted

package testing for some high-end electronics manufacturers. This has led to the acquisition of an incline impact tester, a new service provided by WESTEST.



WESTEST's new incline impact tester.

Capital Projects

In 2002/03, WESTEST acquired two new major facilities under capital grants. Through a contract with the Vehicle Technology Centre (VTC) in Manitoba, WESTEST has acquired a Multi-Axis Simulation Table (MAST). This facility, unique in western Canada, allows designers to test vehicle and machinery components under conditions virtually identical to actual operation. The facility will be located in Portage la Prairie and will be marketed on a fee-for-service basis. Funding was provided by Western Economic Diversification Canada and WESTEST.

WESTEST and PAMI partnered with the Canada/Saskatchewan Western Economic Partnership Agreement to construct "the coldest test lab in Saskatchewan". This drive-in chamber, located at Humboldt, is capable of temperatures from a frigid -50°C to a blistering $+50^{\circ}\text{C}$. This allows designers to test starting, heating, cooling, and other vehicle systems. The facility also provides an environment for material conditioning prior to processing.

Project Activities

MAST table.



Strategic Activities

PAMI re-developed its mission statement to more accurately describe the diversity and growth of the organization.

On average, PAMI items appeared in the media once every 1.8 business days.

Strategic Planning

PAMI has placed a high priority on developing a strategic plan designed to ensure its success in the short term and over the long run. Between October 2002 and January 2003, the process of formulating the plan was conducted. Input was garnered from clients, colleagues, and competitors as well as from PAMI Board members, the Corporate Management Team, and Department Managers. The process was lead by an independent facilitator.

In 2002, to reflect this growth and diversification, PAMI re-developed its mission statement to more accurately describe the current diversity and growth of the organization. The strategic plan will be implemented over the next three years.

Information Services

- 15 contracted seminars
- 4 exhibitions, trade shows
- 13 technical presentations
- 6 press releases
- 7 research updates

The importance of sharing the results of PAMI's research is at the root of the organization's existence. Information Services is responsible for disseminating this information as Research Updates and press releases as well as through participation at exhibitions, seminars, and workshops. Eight media interviews were also provided to media by PAMI staff. On average, PAMI items appeared in the media once every 1.8 business days.

The corporate website plays an increasingly important role in providing clients and producers with timely information. The website was completely up-graded during the year to further enhance that function.

The preparation of a guidebook aimed at reducing the impact of hog production on the environment was initiated for the Canadian

Pork Council. It will assist producers in choosing appropriate technologies and practices for their own operations.

Agricultural Partnerships

A key role for PAMI is to share its expertise and experience by participating in partnerships to promote sustainability of the agricultural industry and to contribute to the community at large.

In 2002/03, PAMI was selected to chair the Oriental Vegetable Processing Committee, provided representation to the Bio-products Tech Roadmap Group, and became a member of the Manitoba Crop Diversification Centre Steering Committee. To increase its service to the cattle industry, PAMI provided sponsorship to the Saskatchewan Livestock Association convention, as well as to Agribition. PAMI also scaled up its focus on research related to the cattle industry.

In addition to these new partnerships, PAMI continues to participate with many other organizations related to agricultural engineering, agronomy, and conservation.

The People at PAMI

PAMI is people. These people are the major reason for the organization's competitive advantage and solid reputation as a world-class organization. Each individual, from administrative staff to technical support and professional researchers, is a valued member of this closely-knit team; each bringing a set of skills, knowledge, experience, and enthusiasm to the task.

PAMI is committed to the personal and professional development of its staff and to provide them with an opportunity to diversify their contribution to the organization. PAMI continued in 2002/03 to provide its staff with administrative, professional, and technical training. In the end, our clients will reap the benefits.

In Review

Financial Summary

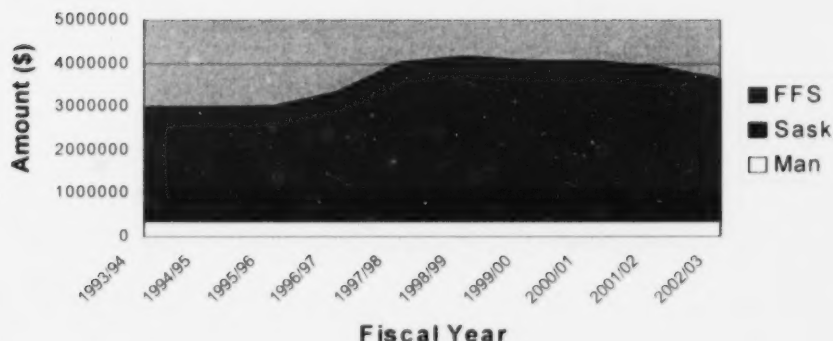
The 2002/03 fiscal year was a difficult one for generating fee-for-service. A downturn in the economy combined with a severe drought in Saskatchewan and Alberta resulted in a belt-tightening exercise for many of our clients. Fee-for-service revenue was down by \$286,331 or 10 per cent from the previous year. Provincial transfers remained at the same level as the 2001/02 fiscal year at \$1,100,500. Correspondingly, we decreased our expenses by \$406,183 or nine per cent from the previous year. Overall, PAMI posted a corporate deficit of \$111,187 as compared to a deficit of \$291,668 for the 2001/02 fiscal year. The accompanying graph shows a 10-year revenue history of fee-for-service and provincial grants.

During the year, PAMI invested \$537,533 in capital assets. Of this investment, \$379,013 was provided through special Provincial Government Grant Assistance. Included in the Government Grants is \$336,100 that was provided by the Government of Saskatchewan for the purpose of upgrading the ventilation, lighting, and repairing the roof at the Saskatchewan facility. Such capital investment is required to ensure that equipment and buildings are in a current state and good repair.

Other Activities

During the year, PAMI invested \$537,533 in capital assets.

REVENUE SUMMARY



Financial Statements

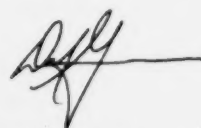
Financial Statements for the Year Ended March 31, 2003

Management's Responsibility for Financial Statements

The Financial Statements and other related financial information contained in the annual report are the responsibility of management and have been approved by PAMI's Board of Directors.

Preparation of these statements has been done according to Canadian generally accepted principles. Financial data elsewhere in the annual report are consistent with information contained in the financial statements.

PAMI maintains a system of internal controls designed to provide reasonable assurance that the financial information is reliable and that the corporate assets are safe-guarded. The Provincial Auditor for Saskatchewan is appointed by legislation to annually audit the accounts and financial statements of PAMI. His report follows.



David Gullacher,
President/CEO



Barrie Broad,
Vice President,
Corporate Services

June 20, 2003

Auditor's Report

To the Members of the Legislative Assembly of Saskatchewan

I have audited the balance sheet of the Prairie Agricultural Machinery Institute as at March 31, 2003 and the statements of revenues, expenses and net assets, and cash flows for the year then ended. The Institute's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Prairie Agricultural Machinery Institute as at March 31, 2003 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Fred Wendel, CMA, CA
Provincial Auditor

Regina, Saskatchewan
June 20, 2003

Statement 1

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE BALANCE SHEET As at March 31

	2003	2002
ASSETS		
Current:		
Cash	\$ 5,583	\$ 5,095
Accounts receivable	980,352	944,220
Prepaid expenses	71,498	49,731
	<u>1,057,433</u>	<u>999,046</u>
Restricted cash (Note 2c)	8,398	353,943
Capital assets (Note 4)	<u>3,671,971</u>	<u>3,452,198</u>
	<u>\$ 4,737,802</u>	<u>\$ 4,805,187</u>
LIABILITIES AND NET ASSETS		
Current:		
Bank indebtedness (Note 7)	\$ 331,707	\$ 24,108
Due to General Revenue Fund (Note 3)	97,615	111,660
Accounts payable and accrued liabilities	269,572	291,850
Unearned revenue	124,305	232,315
	<u>823,199</u>	<u>659,933</u>
Loan payable (Note 8)	18,556	29,159
Deferred capital grants (Note 5)	2,059,337	2,168,198
Due to Government of Alberta (Note 6)	42,351	42,351
	<u>2,120,244</u>	<u>2,239,708</u>
	2,943,443	2,899,641
Net assets (Statement 2)	<u>1,794,359</u>	<u>1,905,546</u>
	<u>\$ 4,737,802</u>	<u>\$ 4,805,187</u>
Commitments and contingencies (Notes 9, 12 and 16)		

(See accompanying notes to the financial statements)

Statement 2

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE STATEMENT OF REVENUES, EXPENSES AND NET ASSETS Year Ended March 31

	<u>Budget</u> (Note 15)	<u>2003</u>	<u>2002</u>
Revenues			
Provincial transfers:			
Saskatchewan - General Revenue Fund			
- Department of Agriculture, Food and Rural Revitalization	\$ 768,000	\$ 768,000	\$ 768,000
Manitoba - Consolidated Fund			
- Department of Agriculture	<u>332,500</u>	<u>332,500</u>	<u>332,500</u>
	1,100,500	1,100,500	1,100,500
Fee for service	2,847,000	2,531,957	2,818,288
Capital grants (Note 5)	-	144,961	95,368
Interest income	7,500	33,627	16,208
Subscription income	20,000	23,038	24,120
Other income	<u>7,000</u>	<u>2,203</u>	<u>7,504</u>
Total revenue	<u>3,982,000</u>	<u>3,836,286</u>	<u>4,061,988</u>
Expenses			
Salaries and benefits	2,347,617	2,322,342	2,390,685
Operating	1,566,693	1,338,772	1,603,704
Amortization	<u>128,000</u>	<u>286,359</u>	<u>359,267</u>
Total expenses (Schedule 1)	<u>4,042,310</u>	<u>3,947,473</u>	<u>4,353,656</u>
Excess of expenses over revenues	(60,310)	(111,187)	(291,668)
Net assets, beginning of year	<u>1,905,546</u>	<u>1,905,546</u>	<u>2,197,214</u>
Net assets, end of year (Statement 1)	<u>\$ 1,845,236</u>	<u>\$ 1,794,359</u>	<u>\$ 1,905,546</u>

(See accompanying notes to the financial statements)

Statement 3

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE STATEMENT OF CASH FLOWS Year Ended March 31

	2003	2002
Cash flows from (used in) operating activities:		
Cash receipts from customers, interest and other	\$ 2,433,023	\$ 3,502,876
Cash receipts from Saskatchewan General Revenue Fund	768,000	768,000
Cash receipts from Manitoba Consolidated Fund	332,500	332,500
Cash paid to suppliers and employees	(3,668,959)	(4,025,608)
Cash flows from (used in) operating activities	<u>(135,436)</u>	<u>577,768</u>
Cash flows from (used in) investing activities:		
Purchase of capital assets	(537,533)	(217,210)
Proceeds from sale of capital assets	8,861	9,262
Cash flows used in investment activities	<u>(528,672)</u>	<u>(207,948)</u>
Cash flows from (used in) financing activities:		
Repayment of loan (Note 8)	(10,603)	(13,254)
Receipt of capital grants (Note 5)	36,100	300,000
Decrease/(increase) in restricted cash	345,545	(173,724)
Repayment of capital grant	-	(19,790)
Cash flows from financing activities	<u>371,042</u>	<u>93,232</u>
Net (decrease)/increase in cash and cash equivalents	(293,066)	463,052
Cash and cash equivalents, beginning of year	<u>(130,673)</u>	<u>(593,725)</u>
Cash and cash equivalents, end of year	\$ <u>(423,739)</u>	\$ <u>(130,673)</u>
Represented by:		
Due to General Revenue Fund	\$ (97,615)	\$ (111,660)
Cash	5,583	5,095
Bank indebtedness	(331,707)	(24,108)
	<u>\$ (423,739)</u>	<u>\$ (130,673)</u>

(See accompanying notes to the financial statements)

**PRAIRIE AGRICULTURAL MACHINERY INSTITUTE
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2003**

1. Status of Institute

The Prairie Agricultural Machinery Institute (Institute) is a body corporate under *The Prairie Agricultural Machinery Institute Act, 1999*. The affairs and business of the Institute are managed by the Prairie Agricultural Machinery Institute Board (Board).

The purposes of the Institute are:

- a) to test and appraise under actual or simulated working conditions, machinery and electronic equipment used or intended to be used in the agriculture or food industries;
- b) to undertake research and development projects to improve and develop machinery and electronic equipment for agricultural or food industries use;
- c) to publish such reports, pamphlets and bulletins as are consistent with the intent of the Act; and
- d) to perform such additional functions as may be determined by the Board to be consistent with the objectives of the Institute.

The Institute relies on funding from the Government of Saskatchewan and Manitoba. It also relies on one customer for continued fee for service. This customer accounts for 27% of its fee for service.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies of the Institute are as follows:

a) Capital Assets

Capital assets are recorded at cost less accumulated amortization. Amortization is recorded using the declining balance method over the asset's expected useful life. The following rates have been used in applying this policy:

Building	5%
Equipment	10%
Furniture	10%
Vehicles	10%
Computer equipment	30%

b) **Fee for Service Revenue**

Fee for Services are recognized as revenue when the related services have been provided. Fee for service on contracts and subscription revenue is recognized using the percentage of completion method. Unearned revenue consists of fee for services that have not yet been provided and subscription income for subscriptions that are carried over in future years.

c) **Capital Grants**

Grants for capital assets are deferred until the assets are put in use and amortized. The Institute recognizes the capital grants as revenue equal to the amount of amortization charged for those capital assets. The amounts of capital grants unspent are recorded as restricted cash.

d) **Provincial Transfers**

The Institute recognizes provincial transfers when received or receivable. The Institute's operations are funded by the Government of Saskatchewan (Saskatchewan) and the Government of Manitoba (Manitoba) according to an agreement between the two provinces.

The Institute, in accordance with the authority included in Order in Council 1800/79, follows the policy of retaining any excess of revenue over expenses.

On wind-up, any net assets will be divided between the two provinces in proportion to their share in the Institute's assets equivalent to the percentage of funding provided to date by each province. Saskatchewan's share is about 70% and Manitoba's is about 30%.

3. Due to General Revenue Fund

One of the Institute's bank accounts is included in the Consolidated Offset Bank Concentration (COBC) arrangement for the Government of Saskatchewan. At year-end, the Institute owes the General Revenue Fund \$97,615 (2002 - \$111,660).

The General Revenue Fund calculates interest on a quarterly basis using the Government's thirty-day borrowing rate and the Institute's average daily bank account balance. For 2003, the average rate was 2.62% (2002 - 3.41%).

Notes

4. Capital Assets

	2003			2002
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Buildings	\$ 4,143,274	\$ 1,894,135	\$ 2,249,139	\$1,933,681
Equipment	1,763,722	1,008,730	754,992	826,961
Land & improvements	279,841	-	279,841	279,841
Furniture	162,550	133,689	28,861	33,800
Vehicles	392,559	162,280	230,279	223,474
Computer equipment	432,638	303,779	128,859	154,441
Total	<u>\$ 7,174,584</u>	<u>\$ 3,502,613</u>	<u>\$ 3,671,971</u>	<u>\$ 3,452,198</u>

5. Deferred Capital Grants

During the 2002/03 fiscal year, the Institute received capital grants of \$36,100 (2002 - \$300,000) from the Department of Agriculture, Food, and Rural Revitalization. The Institute recorded \$138,396 (2002 - \$95,368) as revenue equal to the amount of amortization recorded for the government assisted assets. In addition, the Institute used \$6,565 (2002 - \$0) from the capital grants for shop supplies for the Crop Processing Centre.

6. Due to Government of Alberta

Effective March 31, 1988, Alberta terminated its participation in the original agreement dated October 1974 which established the Institute. As part of the termination, the Institute agreed to transfer to Alberta 35% of the Institute's net assets as at March 31, 1988. The amount owing to Alberta is \$42,351 (2002 - \$42,351). The Institute is discharging this liability by performing services for Alberta.

7. Bank Indebtedness

The Institute is authorized to borrow money under *The Prairie Agricultural Machinery Act, 1999*. The Institute has established a line of credit of \$600,000 with a bank. The Institute's accounts receivable are assigned as collateral for the bank indebtedness. Interest is charged on the line of credit at the bank's prime rate.

At year end, the Institute owed the bank \$331,707 (2002 - \$24,108) on this line of credit.

8. Loan Payable

The Institute has a loan payable of \$18,556 (2002 - \$29,159) to a finance company for the acquisition of a capital asset. This loan has an implicit interest rate of 2.9% per annum. The Institute is required to pay \$883 per month (including interest) until December 2005.

9. Commitments

The Institute has agreed to provide monetary and in-kind contributions for several research and development contracts. The commitments at March 31, 2003 for such contributions amount to \$82,635 (2002 - \$18,875).

10. Financial Instruments

a) Significant terms and conditions

Significant terms and conditions related to financial instruments may affect the amount, timing and certainty of future cash flows. When such significant terms and conditions exist, they are described separately in the financial statements and the notes thereto.

b) Fair value

The carrying amounts for the following financial assets and liabilities approximate fair value due to the immediate or short-term maturity of these financial instruments:

- i) accounts receivable
- ii) bank indebtedness
- iii) due to General Revenue Fund
- iv) accounts payable and accrued liabilities
- v) loan payable

c) Credit risk

The Institute is exposed to credit risk from the potential non-payment of accounts receivable. The credit risk on these accounts receivable is minimal because most contracts are with provincial and/or federal governments or well-established large private companies. An allowance for doubtful accounts is recorded for all those accounts that are considered uncollectible.

d) Interest rate risk

The Institute is exposed to interest rate risk when the value of its financial instruments fluctuates due to changes in market interest rates. The Institute's receivables from governments are non-interest bearing. Receivables from private organizations and individuals bear interest at two percent. The Institute's payables are non-interest bearing.

e) Currency risk

The Institute is exposed to currency risk when the value of its financial assets and liabilities held in U.S. currency fluctuates. This occurs due to changes in the value of the U.S. dollar relative to the Canadian dollar. At March 31, 2003, the Institute had accounts receivable of \$88,008 (2002 - \$228,873) converted to Canadian dollars at year end at a conversion rate of 1.4693 (2002 - 1.5807).

Notes

11. Related Party Transactions

These financial statements include transactions with related parties. The Institute is related to all Saskatchewan Crown agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. The Institute is also related to all Manitoba Crown Agencies because of the Government of Manitoba's participation in the operating of the Institute. In addition, the Institute is related to non-Crown enterprises that the Government of Saskatchewan or the Government of Manitoba jointly controls or significantly influences.

Routine operating transactions with related parties are recorded at the standard rates charged by these organizations and are settled on normal trade terms. Those transactions and amounts outstanding at year-end are as follows:

	<u>2003</u>	<u>2002</u>
Saskatchewan		
Fee for service revenue	\$ 357,489	\$ 328,980
Operating expenses	415,933	419,294
Accounts receivable	137,313	183,211
Accounts payable and accrued liabilities	27,727	26,655
Manitoba		
Fee for service revenue	\$ 67,517	\$ 85,843
Operating expenses	52,640	45,515
Accounts receivable	1,153	-
Accounts payable and accrued liabilities	2,251	4,857

In addition, the Institute pays Saskatchewan and Manitoba Provincial Sales Tax to each province's Department of Finance on its taxable purchases made in those provinces. Taxes paid are recorded as part of the cost of those purchases.

Other transactions with related parties and amounts due to/from them are described separately in the financial statements and the notes thereto.

12. Lease Commitments

Lease terms on equipment and land range from 36 months to 10 years. Lease costs for land, project and office equipment totalled \$48,510.

The Institute is required to make the following minimum lease payments in future years:

2004	42,668
2005	38,448
2006	22,247
2007	17,478
2008	8,060
2009 and subsequent	5,600
Total	<u>\$134,501</u>

13. Contractual Arrangement

The Institute entered into a contractual arrangement with Western Canada Testing Inc. (WESTEST), where by the Institute manages and operates WESTEST under the direction of WESTEST's Board of Directors. Under the arrangement the Institute retains a certain percentage of the service fees from WESTEST clients. WESTEST is a federally incorporated, not-for-profit Corporation that carries out research and development in the areas of mechanical and agricultural engineering. During the year, the Institute earned \$544,762 (2002 - \$466,777) from WESTEST. At year end, accounts receivable includes \$123,533 (2002 - \$140,318) due from WESTEST.

14. Pensions

The Institute's employees participate in either the Public Service Superannuation Plan, a multi-employer defined benefit pension plan, or the Public Employees Pension Plan, a multi-employer defined contribution pension plan. These costs are included in salaries and benefits. The Institute's responsibility is limited to paying the required employer contributions for its employees. During the year, the Institute paid \$86,084 (2002 - \$86,940) to these plans.

15. Budget

The budget for 2002/2003 was approved by the Board on March 26, 2002.

16. Contingencies

On January 11, 2002 an employee of the Institute died from injuries sustained in a workplace accident. To date, no charges against the Institute have been laid. Accordingly, the likelihood of the Institute being found guilty is not determinable at this time.

17. Comparative Figures

Certain comparative figures have been restated to conform with the current year's presentation.

Schedule 1

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE SCHEDULE OF EXPENSES YEAR ENDED MARCH 31

	<u>2003</u>	<u>2002</u>
Salaries and benefits	\$ 2,322,342	\$ 2,390,685
Shop supplies	324,971	690,053
Travel and vehicle operations	182,080	149,968
Amortization	286,359	359,267
Insurance, licences and taxes	188,535	176,089
Utilities	116,786	110,974
Stationery and office supplies	58,417	56,963
Contractual services	166,421	90,608
Computer services	57,998	60,287
Telephone	52,796	52,391
Advertising and promotion	22,594	32,081
Professional and technical services	17,843	32,824
Printing and binding	10,400	20,497
Repairs and maintenance - building and equipment	53,489	75,184
Bad debt expense	36,200	2,548
Lease - land and project equipment	29,127	28,715
Reference material	16,872	19,423
Interest expense	1,586	4,014
Honoraria	2,657	1,085
	<u>\$ 3,947,473</u>	<u>\$ 4,353,656</u>

PAMI's Staff

Corporate Management Team

Gullacher, David	President/Chief Executive Officer
Broad, Barrie	Vice President, Corporate Services, Quality Systems Manager
Kieper, Richard	Vice President, Manitoba Operations
Wassermann, James	Vice President, Saskatchewan Operations

Administrative Services

Abrey, Rachel	Administrative Supervisor
Aquin, Annette	Administrative Supervisor, Quality Systems Coordinator
Bergermann, Carol	Financial Accountant
Ewanishin, Randene	Administrative Assistant
Fast, Rebecca	Administrative Assistant
Malinski, Marilyn	Accounting Supervisor
Stroeder, Shelly	Administrative Assistant
Szautner, Laurie	Quality Systems Coordinator

Communication Services

Doepker, Sharon	Research Librarian
Jackson, Carol	Assistant
Lepage, Dianne	Administrative Assistant

Agricultural Research and Development

Beaulieu, Kelly	Manager
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Applied Engineering

Aitken, James	Manager
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Applied Technologies

Lucyshyn, Troy	Manager
Pauli, Brad	Assistant Manager

Business Development

Burke, Harry	Manager
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Energy and Processing

Lischynski, Darrell	Manager
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Harvesting Technologies

Hill, Les	Manager
Kelly, David	Assistant Manager

Mechanical Engineering

Schott, Ryan	Manager
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Package Testing

Carr, Terry	Assistant Manager
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Research and Development

Leduc, Philip	Senior Manager
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Soils and Crops

Hultgreen, Gordon	Manager
Stock, Wayne	Assistant Manager

Shop Services

Bay, Ted	Supervisor
Cleaver, Cam	Project Technician
Cook, Murray	Fabricator
Doepker, Gordon	Maintenance
Koski, Pete	Fabricator
Rauert, Andrew	Fabricator
Smith, Art	Supervisor

Technical Services

Burton, Gregory	Computer Systems Administrator
Carmichael, Ken	Computer Systems Administrator, Instrumentation/Electronics Supervisor
Cross, Errol	Project Technician
Gregg, Nathan	Project Technician
Klapak, Nelson	Project Engineer
Lechler, Mark	Project Engineer-In-Training
Lovell, Perry	Instrumentation/Electronics Supervisor
McGhee, Dwayne	Project Leader
Rude, Derek	Project Technologist
Wylde, Jarrett	Project Technician

PAMI people are:

- Creative and possess a "can-do" attitude
- Conscientious and hard-working
- Broadly experienced, skilled, and expert in field and physical testing
- Knowledgeable in agricultural machinery and other equipment



PAMI

Prairie Agricultural Machinery Institute

...Applying Technology for Agriculture

Head Office

P.O. Box 1900, Highway #5 West
Humboldt, SK S0K 2A0
Phone: (306) 682-2555
Fax: (306) 682-5080
E-mail: pami@sasktel.net

Saskatchewan Operations

P.O. Box 1150, Highway #5 West
Humboldt, SK S0K 2A0
Phone: (306) 682-5033
Fax: (306) 682-5080
E-mail: humboldt@pami.ca

Manitoba Operations

P.O. Box 1060, 390 River Road
Portage la Prairie, MB R1N 3C5
Phone: (204) 239-5445
Fax: (204) 239-7124
E-mail: portage@pami.ca

Websites: www.pami.ca
www.westest.ca

Prairie Agricultural Machinery Institute

Consolidated Report

For the Year Ended March 31, 2003

Vendors

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE				
CONSOLIDATED REPORT				
	March 31, 2003			
Vendors Over \$20,000				
Vendor				Amount
Tasko Construction				\$ 204,416.97
Public Employees Superannuation				166,644.60
Cntury Roofing & Sheet Metal Ltd				165,423.08
Royal Bank Visa				115,170.01
Matrix Engineering Services				95,406.55
Blue Cross				75,721.18
Sask Power				61,292.79
City of Humboldt				58,588.34
Price Waterhouse				57,390.52
Insurance Associates				54,341.00
Thompson Travel				52,766.11
Stantec Consulting				48,080.38
Sask Property Management Corp				41,939.40
Sask Energy				39,034.04
Scott Wolfe Management				33,686.75
Sask Tel				31,848.47
Carmichael Permafrost				28,812.88
Manitoba Hydro				27,288.92
JPK Computers				24,042.98
Saskatchewan Worker's Compensation Board				22,545.13
General Body & Equipment Ltd				21,195.63
Encore Business Solutions				20,856.63
Total				\$ 1,446,492.36

PRAIRIE AGRICULTURAL MACHINERY INSTITUTE			
CONSOLIDATED REPORT			
March 31, 2003			
Salaries over \$2500			
NAME	AMOUNT PAID		
Abrey, Rachel	\$15,950		
Aqine, Annette	\$28,776		
Bay, Ted	\$55,627		
Beaulieu, Kelly	\$46,497		
Bergermann, Carol	\$35,084		
Broad, Barrie	\$72,835		
Broughton, Maricia	\$10,087		
Burton, Gregory	\$55,055		
Carmichael, Ken	\$56,020		
Carr, Terry	\$32,046		
Cleaver, Cam	\$38,498		
Collins, Jim	\$31,954		
Cook, Murray	\$48,422		
Cowan, Rebecca	\$14,139		
Cross, Errol	\$37,812		
Doepker, Gordon	\$22,893		
Doepker, Sharon	\$36,426		
Doetzel, Gen	\$4,833		
Ewanishin, Randene	\$3,952		
Gregg, Nathan	\$30,250		
Gullacher, David	\$85,164		
Haeusler, Marina	\$15,608		
Hill, Leslie	\$81,410		
Hultgreen, Gordon	\$67,159		
Ingram, Mark	\$5,900		
Jackson, Andrew	\$7,231		
Jackson, Carol	\$33,308		
Kelly, David	\$53,258		
Kieper, Richard	\$72,337		
Klapak, Nelson	\$50,976		
Koski, Peter	\$38,808		
Leafloor, Erron	\$12,968		
Lechler, Mark	\$10,295		
Leduc, Philip	\$78,880		
Lepage, Dianne	\$10,028		
Lischynski, Darrell	\$63,268		
Lovell, Perry	\$28,087		
Lucyshyn, Troy	\$63,176		
McGhee, Dwayne	\$40,565		
Malinski, Marilyn	\$44,609		
Marianchuk, Mark	\$3,092		
Marquis, Greg	\$3,619		
Pauli, Bradley	\$45,696		
Poole, Murray	\$13,294		
Rauert, Andrew	\$39,803		
Rude, Derek	\$44,237		
Schott, Ryan	\$61,285		
Smith, Art	\$46,080		
Stock, Wayne	\$52,854		
Stroeder, Shelly	\$20,184		
Szautner, Laurie	\$33,060		
Wassermann, James	\$81,520		
Wylde, Jarrett	\$24,010		
TOTAL	\$2,008,925		

